

# POSITION INSIGHTS™

discovering uniqueness, developing unity

Retail Manager  
ABC Ministries  
**ABC Stakeholders' perception**  
8-10-2011

Understanding Strengths and Blending Differences

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# INTRODUCTION

**IMPORTANT:** If you are reading this introduction and have not followed the 5-step process outlined in the Successful Staffing Guide, this report could be totally opposed to the “true” requirement of the job. Go to [www.LeadngFromYourStrengths.com](http://www.LeadngFromYourStrengths.com) to download and review the staffing guide before continuing. It is possible that you may need to complete the Position Insights Assessment again, following the 5-step process to obtain an accurate “Behavioral Benchmark” of the job.

The report begins with the Conflicts Indicator and is designed to uncover potential conflicts in job. Then a visual representation of the strength demands of the job will be displayed. Use this page to clarify the strengths required by the job and broadly compare a candidate's Leading From Your Strengths Profile Strengths Chart to these demands. Next is a written summary of the position providing an overview of the strengths needed for the position. Use this section to clarify the role and compare a candidate's "Ideal Environment, Keys to Leading, and Keys to Managing" sections of his or her Leading From Your Strengths Profile. When comparing written sections of the Position Insights to the candidate's Leading From Your Strengths Profile, look for similarities, "Green Flags", and major differences, "Red Flags". The Behavioral Hierarchy and The Success Insights Wheel follows next and will serve as another source of clarification and comparison. The final section list suggested behavioral interview question that can help stakeholders craft some potential interview questions.

## CONFLICTS INDICATOR

*The Position Insights Profile is designed to analyze the job by letting the job talk. This section describes the potential conflicts or concerns for people in this position that were uncovered during the assessment process. In some cases a group of stakeholders may choose to re-evaluate the position or its key accountabilities. This may be needed if it becomes clear during the review of these results that the job described is not realistic.*

Based on the information analyzed, this position seems not to have any immediate potential for job related behavioral conflicts. Please be aware that any variance from how the position was described in the assessment process could lead to me-me conflicts or behavioral stress.

# THE SCALES

## Interpreting The Natural Strengths Chart

Let's begin with a look at the strengths chart. This chart presents a visual picture of the predictable ways that the job needs to respond to problems, information, change and risk. In each of these four scales, there are two different strengths that are measured; therefore, there are eight strength possibilities.

There is a vertical line in the center of the chart that is referred to as the energy line. Proceeding in each direction from that line is a 10 point scale. The number on the scale indicates the intensity of the strength needed for superior performance.

If a score on any scale is within 1 point of the energy line, it is indicated as neutral. This means the job required flexibility and the need to move towards either of the strengths outlined in the scales based on the current situation.

The placement of these strengths on the chart is an important part of the job, therefore you will want to hire someone who naturally possesses these strengths.

## Understanding the Scales

### The Problem Solving Scale (L Scale)

The score on this scale indicates whether the job is more reflective or aggressive in the way in which it should approach problems. If the bar is on the reflective side of the scale, we can predict that the job will require a more reflective or calculating approach to solving a problem or challenge. If the bar is on the aggressive side of the scale, it is predictable that when a problem or challenge arises the job will require a more aggressive or assertive approach to solving that problem.

### The Processing Information Scale (O Scale)

The score on this scale indicates whether the strength needed in the job is more optimistic or realistic with regard to processing information. If the bar is on the optimistic side of the scale, it is predictable that when processing new information the job will need to be more trusting and accepting. If the bar is on the realistic side of the scale, the job will demand a more skeptical approach and need to validate information.

# THE SCALES

## The Managing Change Scale (G Scale)

The score on this scale indicates whether the strength needed is more dynamic or predictable in the way it will manage change. If the bar is on the dynamic side of this scale, the job will tend to be fast-paced. It will need to manage many projects simultaneously, and allow change to drive the plan. If the bar is on the predictable side of the scale, the job will lean toward a slower pace. It will need to focus on one project at a time, and will need to plan for change.

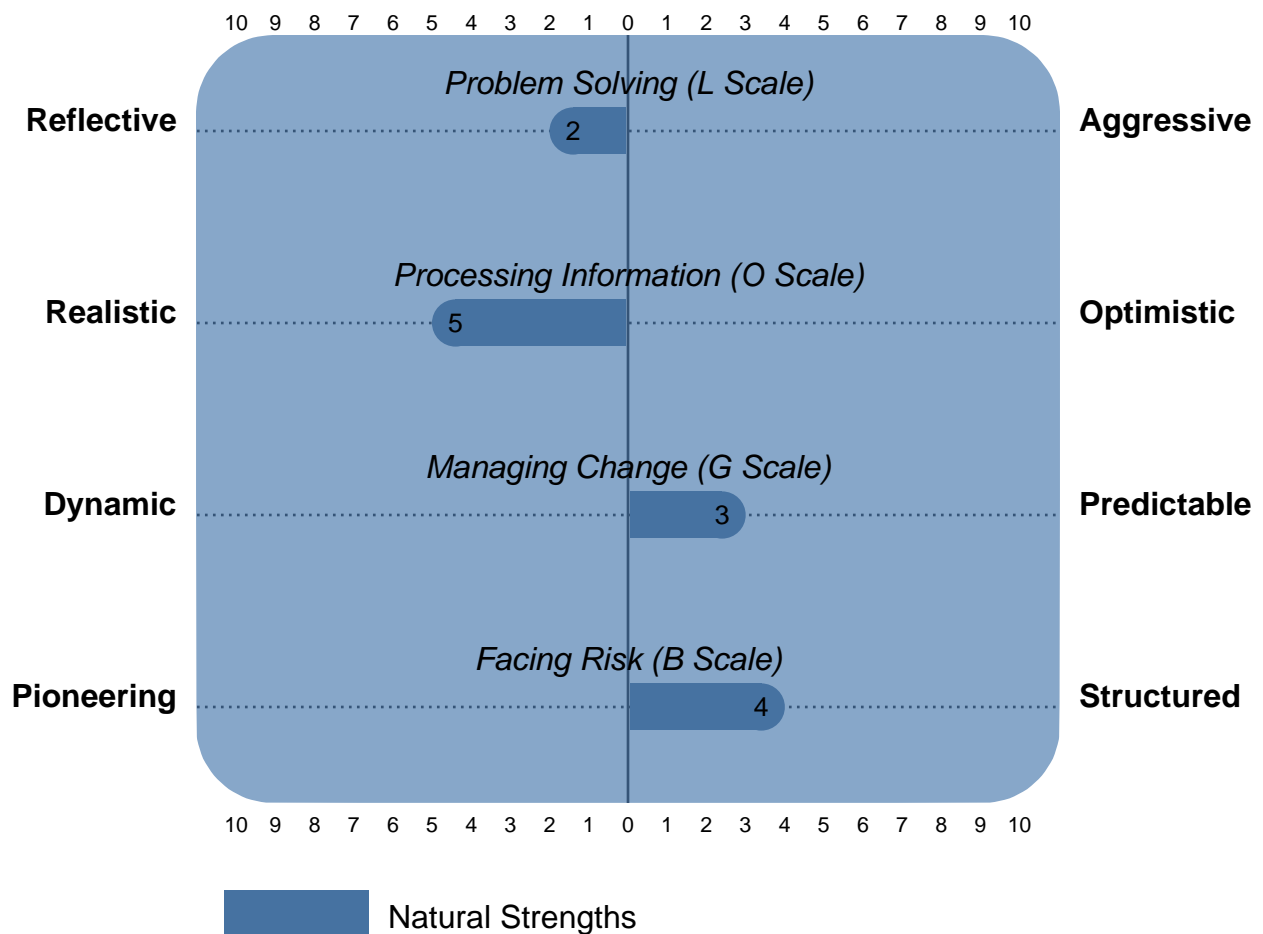
## The Facing Risk Scale (B Scale)

The score on this scale indicates whether the strength needed is to be more structured or pioneering in the way it will face risk. If the bar is on the structured side of the scale, the job will tend to follow the established procedures and rules and see them as a source of protection. Therefore the job will require a lower risk tolerance. If the bar is on the pioneering side of this scale, the job will need to view rules and established procedures as broad guidelines and tend to push the envelope of risk.

Review all these scales as a group of stakeholders in preparation for interaction with candidates.

# THE NATURAL STRENGTHS CHART

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## *Problems and Challenges*

*Our changing work environments require the need to clearly focus on the different behavioral demands of the job. The Job Characteristics section of this report describes the behavioral demands of the position. The report breaks down the job into four behavioral groups for the ease of matching people to the job.*

This job calls for an individual

- Who needs some rules and procedures to follow.
- Who places more emphasis on quality than on efficiency.
- With the ability to adapt.
- Who leads by example.
- Who desires a limited scope of activities.
- Who analyzes data before making a decision.
- Who exhibits patience.

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This job calls for an individual

- With the ability to work alone.
- Who trusts based on experience.
- Who demonstrates critical analysis of new ideas.
- Who plans the use of time.
- Who demonstrates a logical approach to decision making.
- Who is comfortable with limited contact with people.
- Who has a conservative approach to new activities.
- Who desires limited projects with time to complete them.
- Who is strong at analyzing facts and data.
- Who thinks before acting.
- Who analyzes potential outcomes before delegating responsibility.

## *Pace and Change*

*Our changing work environments require the need to clearly focus on the different behavioral demands of the job. The Job Characteristics section of this report describes the behavioral demands of the position. The report breaks down the job into four behavioral groups for the ease of matching people to the job.*

This job calls for an individual

- With patience.
- With the ability to listen.
- Who enjoys working within the system.
- Who has a task oriented concentration.
- Who follows through on tasks.
- Who desires limited change in work activities.
- Who enjoys team participation.
- Who desires security for self and others.
- Who works best with a job description in writing.
- Who exhibits consistent performance.
- Who demonstrates a sincere approach to working with people.
- Who desires a friendly environment.

## Rules and Procedures

*Our changing work environments require the need to clearly focus on the different behavioral demands of the job. The Job Characteristics section of this report describes the behavioral demands of the position. The report breaks down the job into four behavioral groups for the ease of matching people to the job.*

This job calls for an individual

- Who desires an environment with rules and procedures.
- Who works best under high quality control standards.
- Who demonstrates a systematic approach.
- Who has a proven track record for work being done accurately the first time.
- Who is good at analyzing facts and data.
- Who works best with clearly defined responsibilities and authority.
- Who works best with a clean, tidy and organized work station.
- Who desires time to perform quality work.
- Who demonstrates balanced judgment.
- Who analyzes possible outcomes before initiating change.
- Who has a proven track record for making few mistakes.
- Who desires a well defined job description and expectations.
- Who works best with complete instructions.

# BEHAVIORAL HIERARCHY

*This section is designed to give a visual understanding of the behavioral traits demanded of the position. The graphs below are in descending order from the highest rated behavioral traits required by the job to the lowest. This means the higher the score the more important that behavioral trait is to stress reduction and superior job performance.*

## 1. ORGANIZED WORKPLACE



## 2. ANALYSIS OF DATA



## 3. COMPETITIVENESS



## 4. CUSTOMER ORIENTED



## 5. URGENCY



## 6. VERSATILITY



## 7. FREQUENT CHANGE



## 8. FREQUENT INTERACTION WITH OTHERS

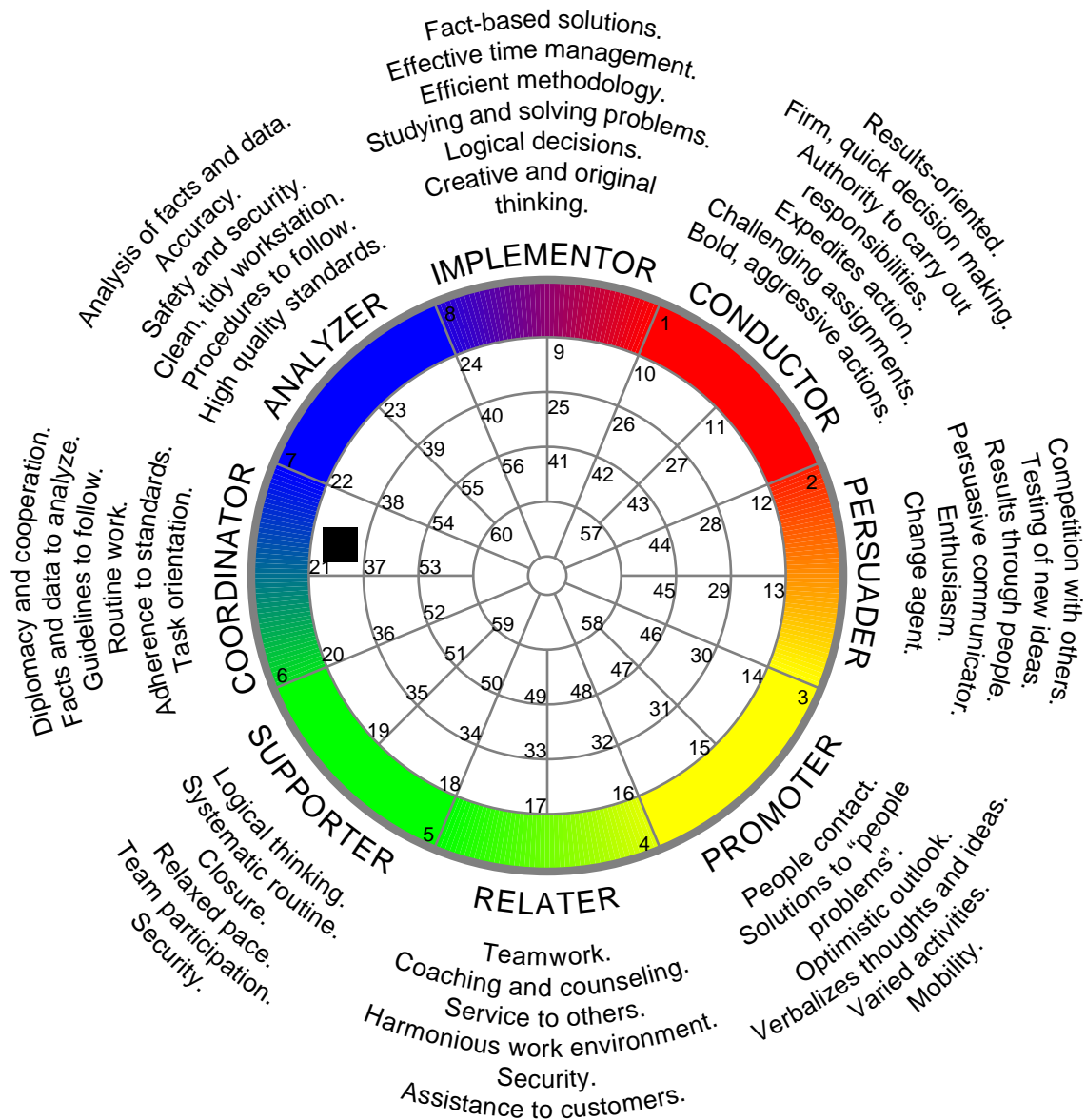


# THE STRENGTHS WHEEL

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Position: ■ (21) ANALYZING COORDINATOR

# INTERVIEW QUESTIONS

*Read the following suggested interview questions as they relate to the most desired behavioral traits to perform the job. Modify the questions to be more job-specific and assure that all candidates are asked the same questions.*

## 1. ORGANIZED WORKPLACE

- How systematic are you? Tell me about how you organize activities, tasks and projects. Explain your system for keeping organized.
- How effective are you when you face repetitive tasks? Tell me about jobs you have had that required diligent record keeping and systematic planning. Describe the job. Describe your level of satisfaction with that job. What was your level of success.

## 2. ANALYSIS OF DATA

- How do you organize details for use and recall? What system do you use? Would you ever consider yourself to be careless with details? Why do you say that?
- What is the longest time you have ever spent ensuring that the facts, details and components of a system were accurate? What was the system? Where was it? Describe it for me.

## 3. COMPETITIVENESS

- How demanding are you of yourself and others? Do you think you are sometimes too demanding? Give me an example of a job situation where being demanding helped achieve the goal. Did it lead to other problems? Would others ever describe you as aggressive? Pushy? Why?
- How important is winning to you? How do you define winning? Give me an example of a situation where you felt you were going to lose. How did it feel? How did you handle it?

# POSITION INSIGHTS GRAPH

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